



# Sustainable HRM

## General data

Course code:	M23VZB05E
ECTS credits:	6
Type of the course:	General core course (B1)
Semester:	Fall Semester 4
Course restrictions:	-
Course leader (with availabilities):	<i>Dr. Zsófia ÁSVÁNYI, Assistant Professor</i> + 36 72 501 599/ 63114 <a href="mailto:asvanyizs@ktk.pte.hu">asvanyizs@ktk.pte.hu</a> office: B217
Further lecturer(s) (with availabilities):	<i>Dr. Brigitta SZABÓ-BÁLINT, Assistant Professor</i> + 36 72 501-599/ 23254 <a href="mailto:balintb@ktk.pte.hu">balintb@ktk.pte.hu</a> office: B222  <i>Prof Ashneet Kaur, Assistant Professor</i> <i>Organisation and Leadership Studies</i> <i>S. P. Jain Institute of Management &amp; Research (SPJIMR)</i> <i>Mumbai, India</i> <a href="mailto:ashneet.kaur@spjimr.org">ashneet.kaur@spjimr.org</a>

## 1. Description and aims

The course aims to give students advanced and complex strategic human resource management knowledge from a sustainability perspective. The approach focuses on two roles of sustainable HRM. First is HRM's role in ensuring the organisation's availability of human capital. Second, the contribution of HRM functions to overall corporate sustainability. Basic theoretical frameworks and their practical implications are proposed in the course, covering diverse research fields, including strategic HRM, sustainable HRM, green HRM, labour law, and employer branding. This knowledge will benefit students as prospective employees, HR professionals or managers. This course is organised this semester in collaboration with Prof. Ashneet Kaur, Assistant Professor of Organisation and Leadership Studies, S. P. Jain Institute of Management & Research (SPJIMR), Mumbai, India

## 2. Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, students should be able to:

CILO 1. define the basic concepts and major theories of human resource management, its place, potential actors and possible roles in the organisation (PILOs 1, 2);

CILO 2. understand the features of the employment relationship and distinguish it from self-employment (PILO 1);

CILO 3. interpret national and European labour law standards, take an interdisciplinary approach to the long-term (sustainable) design of employment (PILO 2);



CILO 4. recognize the organisational impact of various HRM functions and understand the link between HRM activities and corporate strategy (PILO 2);

CILO 5. make meaningful proposals to solve organisational challenges (PILO 5);

CILO 6. express opinion in a professionally reasoned and responsible manner, taking into account the possible consequences of decisions (PILO 8).

*(The remarks in brackets express each CILO's connection to the Programme Intended Learning Outcomes (PILOs).)*

### 3. Content, schedule

1. Key issues of strategic human resource management
2. Sustainable framework of human resource management
3. Staffing the organisation – planning, recruitment & selection
4. Staffing the organisation – organisational career management
5. Staffing the organisation - downsizing
6. Performance management
7. Compensation
8. Training and development
9. In-class team presentations on sustainable HRM proposals

### 4. Learning and teaching strategy, methodology

*Principal teaching methodologies:*

Short and interactive lectures delivered and moderated by teachers: The course's core content is delivered by teachers, establishing a common understanding of organisational HRM functions and their impact on sustainable business operations. (CILOs 1, 2, 3, 4)

Project-based teamwork and presentation: Closely aligned with the lecture topics, students are required to work in small teams on project assignments throughout the semester. At the beginning of the course, each team develops a **team contract** and a **project plan**, with continuous facilitation provided by the course leader(s). By the end of the semester, teams deliver a final presentation in which they propose **sustainable HRM solutions for a selected company**. The proposal must demonstrate comprehensive integration of **all HR tools discussed** during the course and explicitly **address the three ESG dimensions**: environmental, social, and governance. (CILOs 5, 6)

**Assessment criteria for project-based teamwork and presentation:**

- **Comprehensiveness of content:** The proposal demonstrates the integration of all HR tools covered in the course.
- **ESG integration:** The recommendations explicitly and coherently address the three ESG dimensions (environmental, social, and governance).
- **Practical relevance:** The proposed solutions are feasible, innovative, and applicable to the selected company context.
- **Team collaboration:** Evidence of effective teamwork, including a clear team contract, balanced contribution, and adherence to the project plan.



- **Presentation quality:** Clarity, structure, and persuasiveness of the final presentation, supported by appropriate visual and verbal communication.

Learning diary: As part of the individual learning experience, students write down what they learnt from the topic covered during the study period. In the freestyle diary, they may write about their impressions, likes, dislikes, and previous experiences related to the HRM topic. By the end of the semester, each student has a complete document covering their reflections on the learning experience. (CILO 6)

Video: An explanatory video is provided to help students understand the legal framework of HRM, which is essential background information for the related studies. (CILOs 1, 2)

## 5. Assessment

*Formative assessment elements:*

Formative assessment is an integral part of the learning process. During the whole course, students are highly encouraged to participate actively in lectures via discussions and continuously receive feedback from module leaders and each other.

*Summative assessment elements:*

Individual Assessment		100%	Group Assessment		0%	
Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CILOs
Closed-book final exam	50%	individual written exam	Covers lecture topics	Yes	Yes	1, 2, 3, 4
Team project	30%	group work with individual assessment	Project work includes creating a team contract, a project plan, and a final presentation (ppt and oral presentation).	No	No	5, 6
Learning diary	20%	individual written coursework	See point 4.	No	Yes	6

\* Req.: Completion of the element is required to pass the course, irrespective of the performance in other elements.

## 6. Learning materials

- Essential
  - Ásványi, Zs. (2022): Strategic Human Resource Management. Wolters Kluwer. ISBN 978-963-594-028-8 <https://pea.lib.pte.hu/handle/pea/34185>
  - Mathis, R. L., Jackson J. H., Valentine S. R., Meglich P. A. (2020): Human Resource Management, Cengage Learning, 16<sup>th</sup> Edition. ISBN 978-0-357-03385-2
  - Dessler, G (2019): Human Resource Management, Pearson. ISBN 978-1-292-30-912 5
  - Ehnert, I. (2009): Sustainable Human Resource Management. A Conceptual and Exploratory Analysis from a Paradox Perspective; Physica-Verlag: Berlin/Heidelberg, Germany. ISBN 978-3-7908-2188-8.
  - Ehnert, I.; Harry,W. (2012): Recent developments and future prospects on sustainable human resource management: Introduction to the special issue. Manag. Rev. 23. pp. 221–238.



- Ehnert, I.; Parsa, S.; Roper, I.; Wagner, M.; Muller-Camen, M. (2016): Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world’s largest companies. *Int. J. Hum. Resour. Manag.* 27. pp. 88–108.
- Lecture materials
- Recommended
  - Kadumbri, K. R; Jatinder K. J. (2019): Sustainable Human Resource Management: A Literature-based Introduction; *NHRD Network Journal.* 12(3) pp. 241-252 DOI: 10.1177/2631454119873495
  - Bob Willard (2014): Integrating sustainability into HR mandates: <https://www.youtube.com/watch?v=DMZgTW9Eq8>
  - Professor Michael Müller-Camen (2019): OUHK- From Sustainable to Truly Sustainable HRM: <https://www.youtube.com/watch?v=cDpWclzCSR8>

## 7. Further information

<b>International</b> aspects embedded in the course
Lecture from international faculty. Case examples during class. All discussed HRM topics will be applied to international (and domestic) companies. Student teams may choose any domestic or international company as a case company to deliver a final proposal.
<b>Ethics, Responsibility &amp; Sustainability (ERS)</b> aspects are embedded in the course
The overall course aims to raise students' awareness of ERS aspects at work. Project-based student work related to ERS.
<b>Connections to the world of practice</b> of the course
Students' Final proposals must be based on the HR operations of client companies. Using consulting or work experience is more than welcome during the course.